Goal of this document

- Help understand the principles
- Help understand how the principles fit in

Major which guided the development principles ("meta principles")

Note: I numbered each of the principles according to this legend, and then fit them into the list below -- to make sure we covered everything:

    I   Enterprise Principles
    II Management and Organization
    III Technology
    IV Application Delivery
    V User Interface
    VI Security
    VII System management
    VIII   Data Management
    IX Centers of Excellence

I then started on some bullet points around those, until my brain went: "wait a minute -- isn't that exactly what a strategic IT plan ought to be?". So, I then took the Strategic IT Plan "Establishing Our Foundation" and mapped (imperfectly, and with considerable room for debate), the principles to the statements in that document. Some are clear "hits". Some had no hits at all because, I think, thought they are very important principles, they are essentially taken for granted in IT plan. Others were more or less "wishy washy".

So, I'd suggest folks look these over, and identify which of these they think are really good matches, which are not so good, and also identify other suggested mappings from the principles to this document. Then we could write up a document that has the "Establishing Our Foundation" language, and has a little chart (four quadrants, for Executive Summary, Build an Enterprise Ecosystem, Build and Balance the Enterprise Portfolio and Build Enterprise Accountability, with the various principles "floating" in each box, along with a concluding summary:

- The Vision is important
- The principles are important in both understanding that vision and in implementing that vision

After all, in the end, this is really just "yet another index" into the principles; but it is an important one. To the extent that the Principles and the Strategic IT Plan don't align, there is a problem.

Executive Summary

The State CIO and state agency managers have the responsibility to ensure information technology is best used to support the business needs of the enterprise. (**I.2**) We must be able to respond to a dynamic business environment quickly and in a way that does not negatively impact – directly or indirectly – other business partners and their processes. (**IV.1**) We will pursue three strategies to enable an agile and balanced approach for using IT to meet business needs. (**I.3, III.1, III.6**) First, we will build an enterprise ecosystem that clearly defines the interconnections between the many technology infrastructures across all levels of government. (**III.2, III.4**) Second, we will build and balance the enterprise portfolio by making better-informed and strategic decisions about investing in our infrastructure. (**I.4**) Finally, we will build a widely understood standard of enterprise accountability to establish an environment where we measure performance based on real data. (**II.1, II.5**)

Build an Enterprise Ecosystem

Technological agility requires recognizing the degree to which infrastructures do, or should, interconnect. (**I.3**) Unfortunately, the ways that changes in one agency or one system can impact other agencies and systems throughout multiple jurisdictions are often unanticipated until service delivery is affected. (**II.6, II.7**) We need to extend our enterprise view so that technology solutions take into account the business issues not only of state agencies but all other levels of government that affect citizens. (**I.1, IV.1, V.1, V.2**) We have to seek horizontal and vertical integration of IT functions to be truly efficient and cost-effective, and the potential ripple effects of system changes have to be comprehensively evaluated and understood on the front end. When those mechanisms and that collaborative mindset are in place, we will have built an "enterprise ecosystem," where IT can be both agile and responsive and yet sensitive to the complex relationships between systems, agencies, and governments. (**I.7**)

Build and Balance the Enterprise Portfolio

We face significant challenges across the enterprise with inconsistencies in, or the lack of, information about IT assets. While major initiatives such as the consolidation of servers contribute to a more thorough understanding of our current environment, we must continue to build a knowledge base to extend our enterprise view. We also must implement a framework to support alignment of technology investments with articulated business strategies. (**I.2**) That requires a structured approach of continuous, repeatable, and easily sustainable processes for mapping technology decisions to business requirements. (**II.4, IV.4**)

While several agencies are exemplary in their use of IT portfolio management or IT investment management approaches, we must establish a consistent approach for aligning and balancing IT investments across agencies. (**I.5, I.6, II.2, II.3**)

Build Enterprise Accountability

Convincing business leaders to invest strategically in information technology during a time of severe budget constraints requires evidence of fiscal responsibility from our IT community. (**II.8**) We must measure this evidence, again and again, to continue to prove the worth of enterprise IT, which ultimately must directly contribute to the efficient use of taxpayer dollars. (**I.4**) Evidence of fiscal responsibility with IT investments can be demonstrated by:

• Specifying how an investment alternative directly or indirectly supports the articulated business strategy; (**I.2, IV.1, IV.5, IV.6**)
• Identifying the degree to which available infrastructure components were reused; (**III.1, III.4, III.5, III.6, IV.3, VII.1, VII.3**)
• Evaluating the costs and benefits of a technology solution and alternatives; (**I.5, I.6, III.3, III.5, IV.2, IV.6, VII.1, VII.4**)
• Re-engineering business processes to take advantage of best practices and technology opportunities; and (**IV.2, V.2**)
• Exploring alternative approaches to delivering enterprise services, such as franchising or creating centers of excellence, where collaboration and resource sharing are the norm. (**IV.2**), (**IX.1**)

Missing are the standby things, that don't change. Note that it might be that the problem is that these particular principles are simply being taken for granted in the strategic IT plan:

- Citizens expect us to be careful custodians of their information (**VI.<all>, VII.<all>**)
- Citizens expect services to be reliable (**VII.2, VII.4, VII.5**)